THE
ONE-STOP
GUIDE:

A *Quick* & *Practical* Tool for Internal *Communications* in FAA

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VOICE

"When communicating with each other, we must be informative, straightforward, clear, concise, consistent and timely–and we must value feedback."

Jane Garvey
Administrator

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~ INTRODUCTION ~

OUR WORLD HAS CHANGED

A revolution in communication and information technology, epitomized by the Internet, has dramatically changed the communications expectations of our workforce. To operate meaningfully in this new, rapid-paced, and ever-changing environment, **we must vigorously and quickly communicate timely and important information**.

PURPOSE OF THIS GUIDE

To provide effective communication and strategic marketing tools to FAA employees responsible for managing programs and projects. Information overloads and time pressures mean that people need the right kind of information delivered through the most effective medium in a timely fashion. This guide gives you tools and knowledge to enable you to become a better communicator. It should help you communicate in ways that are consistent with FAA's internal communications goals.

GOALS

The goals for internal communications excellence:

- ☐ Fully inform employees about policies, programs, and activities.
- ☐ Promote greater cohesion, focus, and strengthened agency performance.
- ☐ Encourage frequent feedback as an integral part of communication.
- ☐ Enhance the knowledge and skills of managers, supervisors and staff.

BENEFITS

This guide is organized to **help** you to **find information** you need **quickly** and **easily**. It covers important aspects of getting a message out and guides you to resources and technical help if you need more information or assistance.

CONTENTS

This guide has three parts:

■ **WHAT TO SAY**	Getting the information, creating appropriate messages, and designing a communications package that grabs and holds attention.
■ **TO WHOM TO SAY IT**	Figuring out who should get the information—the audience you want to reach.
■ **THROUGH WHICH MEDIA**	Deciding which media to use to deliver your message.

~ WHAT TO SAY ~

Determining what you want to say (content) and how to say it (style) are the important first steps in communicating your ideas or information to your audience. What you communicate must be useful. And to be useful, the information must not only be accurate, complete, consistent and timely, but also clear, simple, and attention grabbing.

MAKE YOUR INFORMATION USEFUL BY BEING

- ☐ **Accurate** – Make sure your information is correct.
- ☐ **Complete** – Think about your audience, and include everything it needs.
- ☐ **Consistent** – Make sure your information is consistent with other information on the same subject.
- ☐ **Timely** – It's no good if it's too late!

INCREASE YOUR IMPACT BY WRITING

- ☐ **Clearly** – Avoid highly technical language. Use familiar words and expressions.
- ☐ **Simply** – Keep it simple with short phrases and sentences. Use active not passive verbs. Test your message with someone not familiar with the subject. If he or she doesn't "get it," then you need to make it simpler.
- ☐ **In an attention getting way** – Use headlines, subheads and underlined or bolded texts that seem to jump from the page to attract your audience's attention. For example, which of the following headlines works better: Administrator Approves Revised Benefits Policy or Administrator Give Thumbs Up to New Benefits Policy? (Also see page 6, "Art Work.")

PRACTICE USING A GOOD WRITING STYLE

Words, Words, Words

Cut the clutter and buzz of today's information glut. Use words and expressions your audience will understand. Communicate important information with words and phrases used in ordinary conversation. Use technical words, or "terms of art," in explanatory material that supports and underscores your primary message.

Don't use a large word when a small one will do. Unnecessarily large words tend to muddle your meaning, make your message sound pompous, and turn off your reader or listener. **Appendix I** contains a sample list of large words for which there are smaller substitutes.

Avoid wasted words—they may sound authoritative, but add nothing to your meaning. Unnecessary words bury your ideas and waste **your audience's** time. See **Appendix I** for a list of wordy phrases that can be replaced by one or two words.

Sentences

Most writing consultants say sentences should average between 15 and 20 words and should be no longer than 30 words. Long sentences are hard to read and to write. Short sentences save you and your reader time and help you avoid errors in grammar and punctuation.

A sentence should have one main idea. Long, complex sentences make it difficult for your reader to dig out the meaning.

Active Voice

Use active verbs. Passive verbs obscure who took an action or made a decision. Using the passive voice is a way of avoiding responsibility and accountability. "It was decided..." (passive) denies the reader information—namely, WHO DECIDED. A much better approach is to write, "The Administrator decided..." (active)

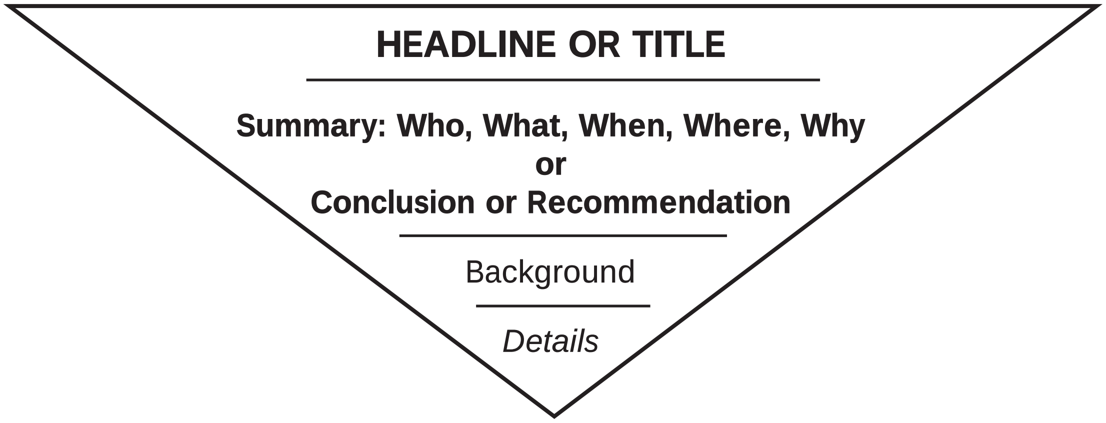
Style guide: www.plainlanguage.gov/: This website is intended to improve communication from the Federal Government to the public. The site includes many resources to help you write clearly, including a detailed style guide, Writing User-Friendly Documents. FAA has its own plain language style guide at www.faa.gov/language

ORGANIZE YOUR IDEAS

Think about what your audience needs to know.

Organizing your message helps your audience find the information it needs. Put the most important ideas first. Ask yourself, "If the audience gets only one point from this message, what do I want it to be?"

Most communication consultants recommend a pyramid structure for organizing your message:


HEADLINE OR TITLE
Summary: Who, What, When, Where, Why
or
Conclusion or Recommendation
Background
Details

This structure lets busy readers stop when they have the information they want.

Outline

Outlining helps you organize your ideas and stick to what your audience needs. When you package your message, the topics in your outline can become headings to help your audience find information.

To outline:

- ❑ **List all the points** your message should cover. Don't try to organize them. Just get them down on paper. Work as fast as you can to avoid analyzing.
- ❑ **Identify categories** or clusters of related information. If your audience doesn't need a point, don't make it. If the point is important, change your categories to include it.
- ❑ **Organize categories** from most to least important.
- ❑ **Organize points** within their categories.

Outlining is particularly useful if you are writing part of a document and others will be writing other parts. The outline lets each writer see how his or her part fits with the others. And writers and reviewers can agree on what to include and how to organize before beginning to write.

PACKAGING YOUR MESSAGE

HOW you say it is as important as WHAT you say.

Package your message to help your audience find the information it needs. Packaging also helps you emphasize important **points** in your message.

Once you have a logical outline, you can add visual cues to engage your audience's attention and interest and guide it to the information it needs. Some useful visual cues are:

- ❑ **Headings**
- ❑ **"Art work"** color and shading, fonts, white space and graphics

USE INFORMATIVE HEADINGS

Headings help readers in three ways. They:

- ❑ **Highlight locations** of specific information.
- ❑ Show **relationships** among topics.
- ❑ **Provide transitions** from one topic to the next.

USE "ARTWORK" TO CATCH YOUR READER'S ATTENTION

The elements of artwork noted above reinforce your message, help it jump off the page, make it easier to read, and increase understanding by your audience. There are very few "hard and fast" rules. The main idea is to keep it simple; remember, a picture is worth a thousand words.

Color and Shading

Color and shading different than the rest of your message emphasize points and help readers identify different categories of information. Most people look at the brightest and “different” area first. The more important an item is, make it more colorful and noticeable. Excessive use of color can distract from your message. Use only enough color to make the point. Designers usually recommend using no more than three colors in a document. Each color should have a specific meaning. Simple is best. Two colors and black are understood and remembered best. Four distinct colors are the practical maximum.

Which color to use? Generally, choose shading rather than color. Choose colors that will copy as different shades of gray. Use the same colors for the same kinds of information in related messages.

Make sure information gets to the audience the way you send it out. Some computer monitors may not show color the same way yours does, and most printers at FAA do not print color. Even if your original message is printed in color, someone will want to copy it in black and white. Make sure the colors you choose copy clearly as different shades of gray.

Fonts, Fonts, FONTS

You can use different fonts to emphasize your important points, or to signal to your audience that you’re conveying a particular type of information. For example, you might use italics for titles of books and articles, and bold for special points to remember. Be consistent–if you use a particular font type size and style for a category of information, use it throughout your document. Do not use more than three different fonts in a document. Make sure they complement each other and are appropriate to the media, e.g, a “fun” or “informal” font would not go with a “serious” business memo.

White Space

White space is empty area in your message with no words or graphics. White space helps readers find information and understand the relative importance of different points. It sets off your headings from other text. Reducing the amount of text and increasing white space draws attention to the text–an example of “less is more.” White space between topics helps readers move from one idea to another.

White space gives your message a professional appearance that enhances its credibility with the reader. Leave plenty of white space around type and graphics. Think of it as “breathing room.”

Graphics

Charts, graphs, maps, and pictures are more interesting then plain text. Use them to present important, complex, or statistical information.

Avoid graphics unless they enhance your message. Unnecessary graphics, like unnecessary words, distract readers and may turn them off. Limit graphics to four per page. The size of each graphic should be related to its importance.

~ TO WHOM TO SAY IT ~

These steps will help you plan your message so the **right information** gets to the **right people:**

- ☐ Identify your audience
- ☐ Set a clear objective–what you want your audience to **believe, do or say**
- ☐ Emphasize ***WIIFM!*** (What's In It For Me–benefits to your audience)
- ☐ Organize your points

IDENTIFY YOUR AUDIENCE

Decide who needs your information. Your audience may include certain specific groups within FAA or it may be the entire agency. **See Appendix II**.

Ask yourself the following questions:

1. Who should get this information?
2. Where are they located?
3. What are their interests?
4. What are their concerns?

SET YOUR OBJECTIVE

Decide what information your audience wants and what you need to tell them. If you aren't sure, do some research. Check to see if any surveys have been done. The more you know about your audience (old/young, male/female, minority/majority, new employee/old employee, supervisor/non-supervisor, etc.), the better able you will be to craft a message.

WIIFM! (WHAT'S IN IT FOR ME–BENEFITS YOUR TO AUDIENCE)

Think about your own experience and what kind of information is important to you. Identify the value of the message to your audience. Why do people need the information? How will they do their work better as a result? Will the information improve their ability to serve customers? It's important to distinguish between a **benefit** and a **feature**. The **benefit** comes **from** the **feature**, e.g., the use of **"undo"** in software (the **feature**) lets your **recover** important **data** (the **benefit**). A policy in **plain lanquage** (the **feature**) **saves time** and **avoids confusion** (the **benefit**).

WHEN AND HOW OFTEN TO SEND IT

- ☐ Is this a message your audience needs once? Every day? Once a month? Once a year?
- ☐ Does the information change frequently? Seldom? Never?
- ☐ Is your audience fairly stable? Does its membership change frequently?

~ THROUGH WHICH MEDIA ~

Once you have **identified your audience** and put together your message in an **engaging style**, decide how you can best reach that audience.

*MEDIA AND HOW TO CHOOSE AMONG THEM

* **There are many options for reaching your audience.** See **Appendix III** for help

You can use:

- ✔ E-mail
- ✔ voice mail
- ✔ internet or intranet
- ✔ teleconference
- ✔ oral presentation
- ✔ fax broadcast
- ✔ visual presentation (such as posters)
- ✔ written briefing or other document
- ✔ some combination

In making your choice, consider:

* **What skills and resources do you need to use the medium?**

How much will it cost? Can you afford it?
Is there a cheaper alternative to your first choice? Will it be equally effective?
Is the cost reasonable considering the benefits you expect?
Can you find someone to help you?
Do you have access to someone who can post material on a web site?
Do you have a good list of E-mail addresses?
Do you know how to do a fax broadcast? Do you have a good list of fax numbers?
What other barriers might you encounter?

* **How fast do you need your message to get out?**

How many steps do you have to go through to distribute a message through each medium?
E-mail is probably the fastest if you have a good list of addresses.
A poster presentation will probably take some time to develop, but it can be an effective way to convey visual information.

* **Will it get your message to the right audience?**

Think about who has access to which medium. Does your audience have access to the internet, fax machines, E-mail?
Will everyone you want to reach walk by your poster exhibit?
Is your audience too busy to focus on your written document?

*** Do people think the medium you pick is credible? Does it matter?**

Many people consider E-mail informal and less important than a regular written document. Many people believe the internet is not a reliable source of information. Out of date information on the internet can turn people off. If they have a negative view of a site, they may discredit your information, even if you're accurate.

*** Will the medium attract your audience, and will they pay attention to it?**

Many people are attracted to visual presentations such as posters.
People may feel flooded with information from E-mail, broadcast voice mail, and the Internet, and may tend to ignore these sources.
Many others see so much paper they may decide to ignore your message as unimportant.

Remember to consider any special needs of your audience, such as hearing or visual impairment.

FEEDBACK

One of the most critical elements of good communication is feedback. You can have the best message, send it to the right audience, through the most effective medium, but still not know whether your audience got the message and understood it as you intended.

Providing your audience the opportunity to provide feedback or a response to your message is essential. It's called closing the loop. It could be a Question & Answer session after a presentation. It could be a form to fill out within an Intranet document. It could be a request to comment via E-mail. It could be a conversation over coffee.

Feedback provides you with critical information—views, opinions, reactions, likes, dislikes, what worked, what didn't—so that you can make changes and adjustments in future communications, messages, and message delivery.

Encourage your audience to give feedback often and make it easy for them to do so.

Feedback–Key to Our Progress, Better Service to You
Please use the VOICE cc:Mail mailbox 9-AWA-AOA-VOICE or call the point of contact in your line of business or staff office. (see page 20).

~ APPENDIX I ~

Large words and SMALL WORDS

Instead of...	Use...	Instead of...	Use...	Instead of...	Use...
accordingly	**so**	furthermore	**also, besides**	purchase	**buy**
aforementioned	**these, the**	indicate	**show**	similar	**like**
appeared	**seemed**	informed	**told**	stated	**said**
attributable	**due**	in order to	**to**	terminate	**end**
by means of	**by**	numerous	**many**	utilize	**use**
considerable	**large**	possessed	**had, owned**	with regard to	**about**
facilitate	**help**	prior to	**before**	visualize	**see**
foregoing	**those**	provided that	**if**	within	**in**

WORDY and *concise words*

Wordy	Concise	Wordy	Concise
as a result	**because**	it is necessary for us to	**we must**
as soon as possible	**soon, right away**	in the event that	**if**
at this point in time	**now**	in regard to	**regarding, about**
due to the fact that	**because, since**	in view of the fact that	**since**
have the capability of	**can**	maximum quantity	**most**
in close proximity	**near**	numerous occasions	**often**
in addition to	**also, too**	past history	**history, past**

General versus specific

General	Specific	General	Specific
a lot	**30%**	helpful	**prompt**
better	**cleaner**	late	**weeks overdue**
bigger	**fits five easily**	nice	**generous**
difficult	**complex**	old	**since 1910**
expensive	**$20,000**	small	**1%**
fast	**by 2:00 PM**	soon	**Monday**

Attention-getting Words!

accelerate
access
accurate
achieve
advanced
advantage
advice
advocate
air
alert
already
amazing
announcing
approved
art
astonishing
attractive
authentic
authority
available
award
bargain
beautiful
benefits
better
big
bit
bold
bonus
brilliant
brisk
built
byte
calculate
capture
communicate
compare
complete
confidential
control
convenient
craft
creative
custom
data
dazzling
dedicated
delight
delivered
dependable
deserve
desktop
destiny
digital
direct
directions
discover
distinct
distinguished
do
dominant
dramatic
dream
dynamic
earth
easy
eclipse
edge
effective
effects
electronic
emphatic
endless
endorsed
energy
enjoy
enormous
enterprise
envision
essence
everlasting
evolution
exceed
excellent
exceptional
exchange
exciting
exclusive
execute
expand
experience
expert
explicit
explore
exposure
express
extensive
extra
extraordinary
extreme
eye
famous
fantastic
fast
favorable
finesse
first
flexible
focus
foolproof
forceful
foremost
free
fresh
full
genuine
gifted
glimpse
go
golden
grand
graphic
great
greatest
guarantee
harness
health
helpful
herculean
highest
honor
horizons
how to
huge
hurry
idea
ideal
illusion
image
imaginative
immediately
immense
impeccable
important
impressive
improved
incredible
informative
ingenious
innovative
inspect
instructive
integration
intelligent
intense
interesting
internet
introducing
jet
just
keen
key
knowledge
limited
largest
latest
launch
leading
lean
learn
liberal
lifetime
light
limitless
link
live
lowest
media
meet
merit
mighty
mimic
miracle
mobilize
modern
money
multimedia
net
new
nimble
noted
now
odd
operative
outperforms
outstanding
overwhelm
passion
penetrate
perfect
picture
pioneer
point
popular
potent
powerful
practical
precise
preferred
prized
probing
productive
professional
profitable
prolific
prominent
prosper
proven
prudent
publish
quality
quick
radiant
rare
realm
recommend
reduced
reliable
remarkable
reserved
resourceful
results
revealing
revolutionary
rival
robust
rocket
safeguard
safety
save
scarce
scorecard
seasoned
secrets
secure
security
seize
selected
selective
services
simple
sizable
sizzling
skilled
smart
soft
solid
sound
space
sparkle
special
specialist
sphere
spirit
splendid
stability
star
startling
stimulate
strategy
strong
sturdy
substantial
successful
suddenly
superior
supreme
surf
surprise
switch
system
tailored
talk
tantalize
technology
terminate
terrific
tested
throttle
timeless
tips
tolerate
tremendous
ultimate
unbeatable
uncommon
unearth
unique
universal
unlimited
unlock
untiring
unusual
uproot
urgent
useful
valuable
view
vigorous
virtual
vision
wealth
web
window
wizard
wonderful
works
world
yield
you
zone

Attention-getting Phrases!

a masterpiece
accomplish your goals
act now
advanced features
all at once
all-in-one
award winning
bank on it
best ever
blue chip
boost performance
build credibility
built in benefits
check it out
collect the reward
created just for you
creating the future
ease of use
everything to gain
everything you need
expand your options
eye catching
face to face
financial strength
find the magic
first class
first of its kind
first rate
formula for success
golden opportunity
good as gold
great news
ground breaker
heavy duty
heavyweight features
here’s the lineup
here’s the proof
high caliber
hit homeruns
impressive results
it’s so simple
key features
leap ahead
license to succeed
light years ahead
lightening fast results
make it happen
make the connection
maximum impact
most outstanding
new and improved
no more rejections
once in a lifetime
one source service
one-on-one
only the best
open more doors
out of nowhere
over the top
overload of benefits
pace setter
package of success
perfect companion
prime time
product breakthrough
quick and easy
rated the best
rave reviews
reap the rewards
revolutionary concept
rock bottom
salute to excellence
second to none
secrets revealed
sells itself
send a message
set the pace
shift gears
simple issue
simply the best
solid data
solid investment
solutions today
stable performance
start today
state of the art
step by step
strong solutions
superior ratings
symbol of excellence
take action
take control
take the lead
the better mousetrap
the complete solution
the leading edge
the obvious choice
the select few
the time is now
ticket to success
time for a change
to the point
top grade
top producing
totally committed
trademark of quality
ultra effective
unlimited opportunity
unlimited support
weight of the evidence
winner every time
write your own ticket
your business partner
your source

~ APPENDIX II ~
FAA AUDIENCES

SELECTED FAA AUDIENCES	WHO IS INCLUDED
Total workforce	Everyone who works for the FAA
AOA/Management Board	AOA, ADA, Associate and Assistant Administrators and the Chief Counsel
FAA Management	Executives, managers, and supervisors
FAA Direct Workforce	Employees not in management positions
Heads of LOB's and Staff Organizations	Associate and Assistant Administrators
Heads of Regions and Centers	AMC-1, AAL-1, ACE-1, AEA-1, AGL-1, ANE-1, ANM-1, ASO-1, ASW-1, ACT-1, AWP-1
Unions	AFGE (American Federation of Government Employees) AFSCME (American Federation of State, County and Municipal Employees) LIUNA (Laborers International Union of North America) NAATS (National Association of Air Traffic Specialists) NAGE (National Association of Government Employees) NATCA (National Air Traffic Controllers Association) NFFE (National Federation of Federal Employees) NUDAI (National Union of Drug Abatement Inspectors) PAACE (Professional Association of Aeronautical Center Employees) PASS (Professional Airways System Specialists)
Employee Associations	CAAE (Council of African American Employees) FAA GLOBE (Gay, Lesbian or Bisexual Employees) NAAN (National Native American/Alaska Native Coalition of Federal Aviation Employees) NAPA (National Asian and Pacific American Association) NBCFAE (National Black Coalition of Federal Aviation Employees) NCFAED (National Coalition of Federal Aviation Employees with Disabilities) NHCFAE (National Hispanic Coalition of Federal Aviation Employees) PWC (Professional Women Controllers) TWO (Technical Women's Organization)

~ APPENDIX III ~

CHOOSING FAA MEDIA

*WORKFORCE PREFERENCE	HOW TO CHOOSE
MOST PREFERRED	
*****ELECTRONIC**	
cc:Mail (broadcast)	To quickly provide a small or large amount of information to most of the workforce. Allows for convenient, quick reply and large amount of feedback. Other than personal time, it’s virtually cost free. Also has potential to rapidly analyze feedback.
Web (internal, national FAA, LOB/SO)	Comparable to cc:Mail. Some additional time required, related to technical support capabilities and procedures, to post information. Key additional advantage allows storing and accessing information for a long time.
IN PERSON	
Personal contact/visit (formal/informal, may include supervisory chain)	To provide limited information in real time that may not be time sensitive to one or a very small number of individuals. See Note 2.
Staff/Team Meeting	Generally to provide routine information in real time to a limited group of individuals. See Note 2.
PRINT	
Letter/Memo	Normally to provide and maintain information related to policy or “official” actions. Allows some degree of explanation and is frequently intended for wide distribution. Preparation and clearance may vary depending on substance, correspondence, and LOB/SO management practice. See Note 3.
OTHER MEDIA	
*****ELECTRONIC**	
Bulletin Board internal, national FAA, LOB/SO)	Similar to cc:Mail and web, but often used for one-way communication.
Fax (machine to machine)	To quickly provide limited information to minimal number of the workforce, mainly if no electronic copy exists. Allows for convenient and quick reply, but not efficient for a lot of feedback.
PRINT	
**Brochure/Flyer/Fact Sheet/FAQ	**On-line.** Generally for one-time information. Allows some degree of explanation. Distribution and feedback comparable to cc:Mail and web. Design considerations may be labor intensive.

	Print. Similar to on-line use purpose. Flexible distribution–facility location (and within) and volume. Cost may be a significant factor for reproduction and distribution. See Note 3.
Earnings and Leave Statement	When information that is not time sensitive must reach the entire workforce. Current system allows for a very brief message. Little time required.
Intercom	Often used for one-time information that is not time sensitive. Allows a moderate degree of explanation. Currently published monthly with a circulation of about 26,000. **Audience is entire workforce.** Labor intensive and requires professional assistance from the FAA's Media and Internal Communications Division.
**Newsletter	**On-line.** Generally used for periodic information that may require extensive explanation. Similar to brochure design, distribution and feedback considerations. **Print.** Similar to on-line use purpose. See Note 3.
Promotional accessories, e.g., cups, pencils, pens, logo, posters, caps, T-shirts, etc.	Giveaways to visually promote awareness and/or reinforce an idea/message for a one-time event or an on-going basis. Generally used to support seminars/workshops, conferences, or information campaigns. Normally not used for very wide agency distribution, since cost may be a significant factor. Preparation time related to coordinating and purchasing activities.
Report/study	To provide information that allows a significant degree of explanation that generally is not time sensitive and may or may not require wide distribution. Time and attention required directly related to scope and complexity.
IN PERSON	
All Hands	Mainly at higher organizational levels to share routine or special information. See Note 2.
Brown Bag	Typically informal, small gathering to share routine or special topic information on one or more topics. Little effort required to organize. See Note 2.
Conference	A few days of formal discussion on one or more non-time-sensitive topics for a small or large (small relative to the agency's workforce) group. May require some advance work and coordination. See Note 2.
Employee Orientation (new hire/transfer)	Customarily to provide routine, non-time sensitive and organizational/ HR information to small number of workforce members. Requires advance work and coordination to have information included. See Note 2.
Executive Brief/Discussion/ Listening Session	Used periodically to share routine, non-time sensitive information to groups during routine or special visits to regions and occasionally to larger field facilities. At times, this approach is mostly to hear major concerns of employees. May or may not require major information preparation. See Note 2.

Open house	Typically used and hosted as informal, non-time sensitive interaction/conversations with workforce members for special topics at the sponsor's location. Preparation required dependent on scope of activity. See Note 2.
Training activity	May be used to provide non-time sensitive and limited special information to course participants and/or distributed/displayed in agency training facilities. See Note 2.
VOICE	
Voicemail (recorded message)	To quickly provide very limited broadcast messages by phone to virtually all the Washington headquarters workforce located in the Washington, DC area.
Teleconference	To provide limited information in real time that is generally not time sensitive to a very small number of participants, usually between the national and regional headquarters. Generally occurs weekly or bi-weekly.
Telephone (personal call)	Normally used to quickly provide a small amount of time sensitive information to a limited number of individuals who may need simple to extensive explanation.
A-V	
Town Hall/Satellite Broadcast	Comparable to executive brief/discussion/listening session.
TV Ten	For brief routine or urgent announcements to the workforce in FOB10A and NASSIF.
Videotape	Ordinarily for one and non-time-sensitive messages. Allows significant explanation and can be viewed at the discretion and within time constraints of participants. Except for preparation and distribution, may provide wide distribution as most facilities have video players.
Videoconference	Except for face-to-face, greater cost features and larger numbers of participants, virtually the same as a teleconference.

*Source. VOICE internal communications survey completed 1/15/00.

** Optionally on-line.

*** Virtually all air traffic controllers (~16,000) do not have convenient, direct and on-site electronic access to FAA general information. Field facilities may not have regular and reliable electronic access.

NOTES.

1. Combined use of phone and fax number, cc:Mail and web address will increase feedback.
2. The interactive nature of in-person, teleconference, telephone and videoconference media allows for immediate awareness, understanding, and convenient and easy feedback. However, it doesn't allow for a large amount of feedback and efficient handling.
3. When using print media, please see Appendix IV, page 20, of this guide for distribution of printed materials.

~ APPENDIX IV ~

WHO CAN GET THE MESSAGE OUT AND HOW TO GET IT TO THEM

MEDIA	CONTACT	HOW TO MAKE IT HAPPEN
cc:Mail cast (broadcast)	9-AWA-ITSC (202) 267-9920	— Send your request via E-mail to 9-AWA-ITSC. CC: Central will not accept other forms of request. — Set the message at "urgent" if immediate distribution is required. Otherwise, messages are sent low priority. Low priority messages will be distributed within two hours if received during normal working hours. — Enter "Broadcast Message:" on the subject line followed by subject, as you want it to appear. Keep the subject heading specific and short. — Include any special instructions, including audience scope, e.g., all FAA HQ staff and/or regional FAA organizations, at the top of the message. — Separate special instructions from the message using a line of asterisks: ** Include point of contact name, E-mail address, and/or phone number in the body of the message for replies. Do not type your message in all upper-case letters. Messages may be delayed if special instructions are incomplete. A complete set of guidelines can be found on the interweb at **http://interweb.faa.gov/ait/cccentral/**
Brochure, Flyer, Fact Sheet, FAQ, Logo, Poster,		**On-line.** You may create these in your own office and distribute through cc:Mail and/or Web. **Print.** You may create your own designs or get a vendor to Newsletter develop them, and distribute them as necessary. See **contact information** for distribution of **printed materials** on page 20.
Earnings and Leave Statement	OST (B30) Anh Bolles (202) 366-5564	A two or three line message may be printed on Earnings and Leave Statements. You may submit requests by cc:Mail. Send the exact text of your message. Although emphasis is payroll related, requests are handled on a case-by-case basis.
Intercom	APA-300 Jim Tise, Editor (202) 267-3443	Stories and photos are to be submitted to Jim Tise via cc:Mail. Include a point of contact and a phone number.
Training Activities		To request an announcement or information be included in a training program, contact the organization that conducts the training.

CMD	AHM-100 Roberta Sappington (904) 446-7251	
HQ	AHT-200 John Ogden (202) 267-7379	
Town Hall & SBS Videotape	ASU-400 Bill McDonald (202) 267-3464	**Satellite Broadcasting:** Live broadcasts from our TV studio or the FAA Auditorium. Can also originate feeds to the IVT (Interactive Video Training) System. **Video Production:** Includes scripting and pre-production, local and field production, and post-production (editing, graphics, and animation).
TV Ten	OST (A20) (202) 366-5565	Call and request the form for submitting the information you want on TV10. The form will be faxed. It is self-explanatory. Complete it and fax it back. FAA'ers can view monitors on various floors in and NASSIF Bldg. and in the cafeteria and lobbies of the NASSIF Bldg.
Videoconference	ASU-520 Dani Levinson (202) 267-9973	FAA has more than 45 video conferencing systems. Sites include Washington HQ, Regional HQ, the 21 ARTCC's (Air Route Traffic Control Centers), the Aeronautical and Technical Centers. **Service currently limited to connecting two sites at one time.**
Voicemail (recorded message–national) (202) 493-2000	Transportation Administrative Services Center (TASC)	Your recorded message will reach a large majority of FAA employees in the National HQ's in FOB10A and the NASSIF Bldg. Must provide exact script. Requests are accepted by cc:Mail or memo. Must be received not less then 48 hours before the day you want the message recorded. Approval required by Division Manager or above. **cc:Mail to Thomas Green or Ted Oliver.**
Web FAA–national	9-AWA-ITSC (202) 267-9920	**Web Postings and Corrections.** To post information on the top level FAA pages.
	FAA Web Steering Committee Scott Chamberlin (202) 267-9971	**Website Consultation.** New site hosting options and promotion.

Distribution of Printed Materials, Except E & L Statement

Contact Information

Name: APF-100, Bernida Williams
Phone: 202-267-8735

Regional Offices/Centers and Field Facilities: APF-100 arranges for printing the hard copies and distributing them to these organizations. It generally takes about a week from the time APF-100 receives the request for facility distribution. Field facilities receive distribution by U.S. Postal Service.
Normal/General Distribution Ratios: Limited = one copy per 15 employees, **Standard** = one copy per 10 employees, **Intense** = one copy per five employees. You can **get different distributions,** e.g., all supervisors/managers or all employees, etc. A ratio of one copy per person is possible.

Cost: The user pays the printing cost, APF the distribution cost.

POCs in the LOB's and Staff Offices for the following media: National, internal websites, bulletin boards (on-line), telecons, and in-person (all hands, brown bags, employee orientation, executive briefs, listening sessions, open house, staff meetings, team meetings, etc.):

ACS	ARA	ARP	AST	*ATS	AVR	*ARC
TBA	David Kerr 493-4437	Pam Whitley 267-3118	Chuck Kline 267-7815	Norma Lesser 493-4261	Bob Hawk 493-4992	Lorraine Berry 267-5852
ABA	*ACR	AGI	*AHR	*AIO	*AGC	*API
Ann Hoffer 267-3856	Duke Taylor 267-3271	Belinda Zamer 267-3989	Sheila Robinson 267-9547	Barbara Brown 267-7511	Pat Abdullah 267-8011	Juergen Tooren 267-9092
*APA						
Jim Tise 267-3443	***No on-line bulletin board**					

“One of the major obstacles to communication is that people think they are already doing it.”

– Gerald E. Lavey (GEL)

Executive Assistant to the Administrator
for Internal Communication
July 2000

Feedback—Key to Our Progress, Better Service to You

Virtual Organization for Internal Communications Excellence (VOICE)
cc:Mail at 9-AWA-AOA-VOICE or Internet at 9-AWA-AOA-VOICE@faa.gov
Weekly news update: 1-877-888-4325 (toll free)